CJCS JCA Progress Report

SECDEF Action Memo Tasks 1-Year Update

26 April 2006

Joint Staff J-7 / JETCD

Purpose

- ***Why we're here –***
  - ***"Provide me an update on your progress within 12 months." (SECDEF Memo – 6 May 05)***

- ***What we intend to do –***
  - ***Vet the progress report up through the JCS***
  - ***Obtain Strategic Guidance for JCA way ahead***
  - ***Offer JCB Decision Opportunity***

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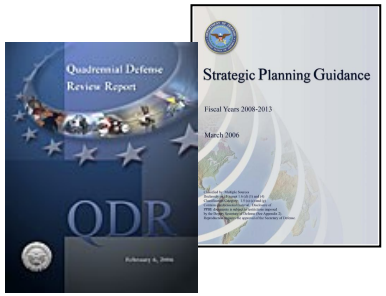
JCA Time Line



QDR and SPG re-affirmed them…

May 06 Progress Rpt

May 06

Expanded FCB GO/FO Mtg
3 Apr 06

Apr

SPG
22 Mar 06

JCA Refinement Mtg
15-16 Mar 06

Mar

QDR
6 Feb 06

Feb

Jan

Formal Planner-Level Data Call
14 Dec 05

Dec

QDR Taxonomy SWG gave 6 month progress report to IPT #5 SPIWG
6 Nov 05

Nov

JCAMP Development

Oct

Refined Tier 1 & Working Tier 2 JCA Lexicon & Taxonomy delivered to IPT #5 SPIWG
31 Aug 05

Sep

CJCS refining them…

Aug

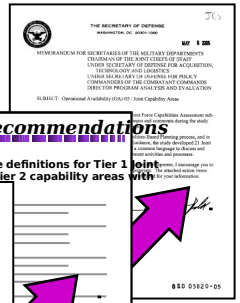
Jul

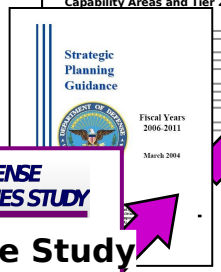
JCA Tier 1 & 2 GO/FO CRC
24-25 Aug 05

Jun

JCA Tier 1 & 2 / Business Rules GO/FO Staffing
13 May 05

May 05


OA-05 Recommendations
General:
4. CJCS continue to refine definitions for Tier 1 Joint Capability Areas and Tier 2 capability areas with



SecDef directed them…

OA-05 delivered them…

JOINT DEFENSE CAPABILITIES STUDY

Aldridge Study

Dec 03

OSD asked for them…

Aldridge Study recommended them…

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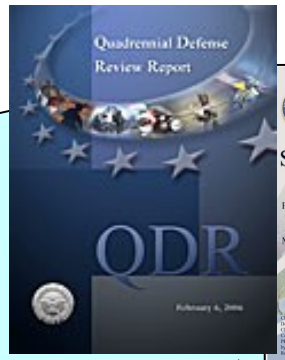
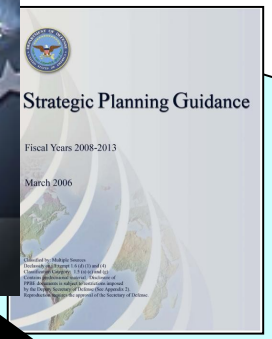
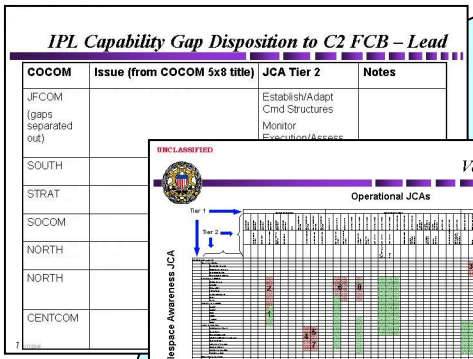
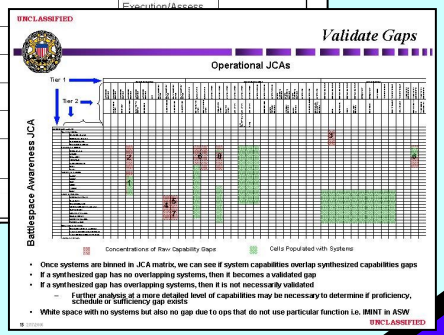
JCA Department-wide Applications





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Validate Gaps
Operational JCAs
Battlespace Awareness JCA
Concentrations of Raw Capability Gaps
Cells Populated with Systems
Once systems are binned in JCA matrix, we can see if system capabilities overlap synthesized capabilities gaps
If a synthesized gap has no overlapping systems, then it becomes a validated gap
If a synthesized gap has overlapping systems, then it is not necessarily validated
Further analysis at a more detailed level of capabilities may be necessary to determine if proficiency, schedule or sufficiency gap exists
White space with no systems but also no gap due to ops that do not use particular function i.e. IMINT in ASW
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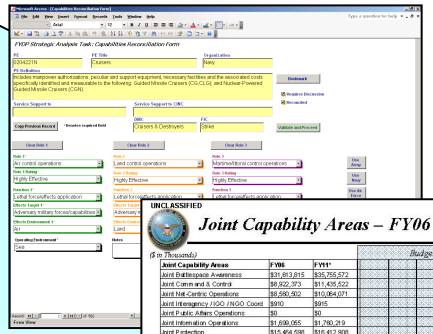
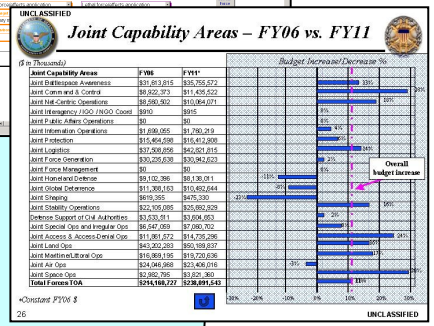




Policy

PBBE

Requirements

CBP

JCAs

JCAs

Policy

Acquisition

Requirement

PPBE

Planning

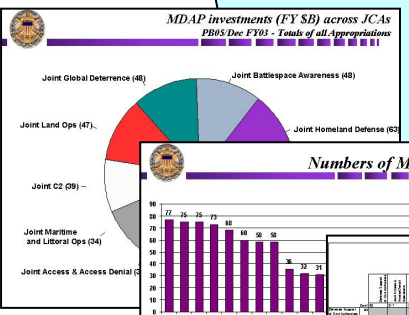
JCAs

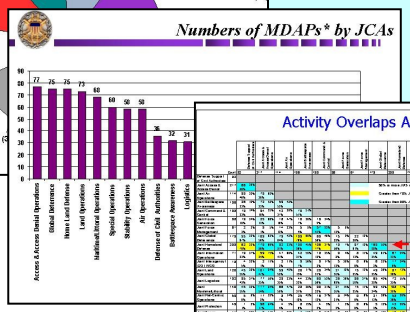
JCA

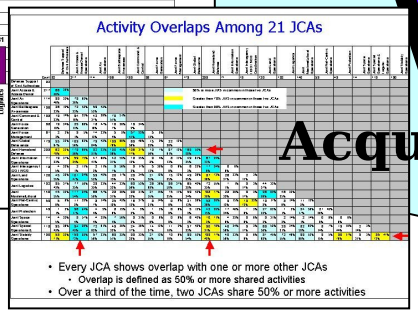
S

JCAs

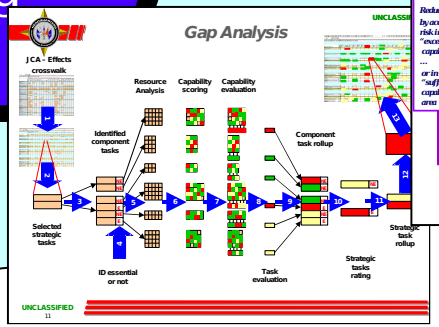
Planning

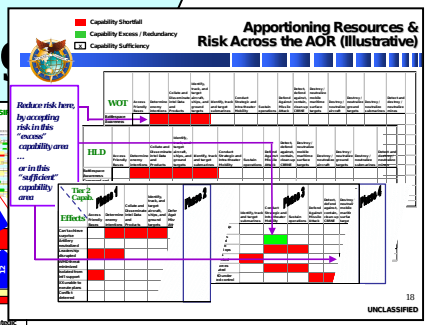

MDAP investments (FY SB) across JCAs
PB05/Dec FY03 - Totals of all Appropriations
Joint Global Deterrence (48)
Joint Battlespace Awareness (48)
Joint Land Ops (47)
Joint Homeland Defense (63)
Joint C2 (39)
Joint Maritime and Littoral Ops (34)
Joint Access & Access Denial (3




Activity Overlaps Among 21 JCAs
Every JCA shows overlap with one or more other JCAs
Overlap is defined as 50% or more shared activities
Over a third of the time, two JCAs share 50% or more activities

Acquisition





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SecDef JCA Memo

"Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers…

The CICS shall…"

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**
- **Embed JCAs into future guidance for JOCs, JICs, and JFCs**
- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
- **In coordination with USJFCOM, Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)**
- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration**

JCS

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

MAY 6 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR POLICY
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTOR PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Operational Availability (OA)-05 / Joint Capability Areas

Thank you for your participation in the Joint Force Capabilities Assessment sub-study under Operational Availability-05. Your input and comments during the study clearly enhanced the outcome of this important effort.

As an integral part of the evolving Capabilities-Based Planning process, and in response to guidance in the Strategic Planning Guidance, the study developed 21 Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes.

Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:
As stated

OSD 05820-05

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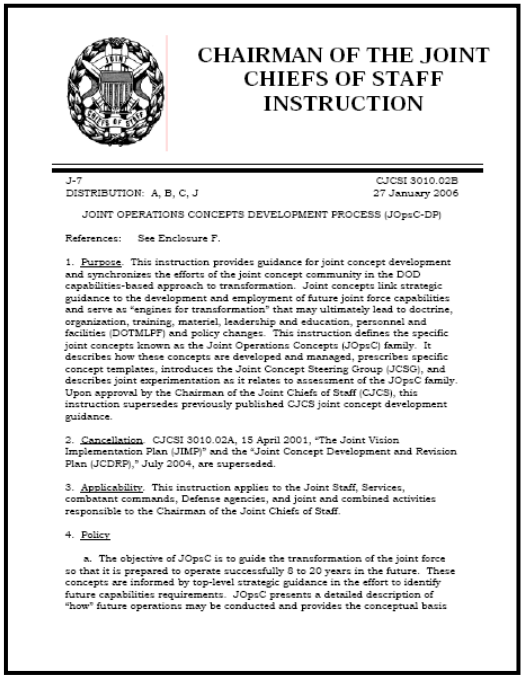
Progress on SECDEF Taskings

- **Embed the JCAs into future guidance for Joint Operating Concepts, Joint Integrating Concepts, and Joint Functional Concepts**
  - "… During concept development, concept authors will use the JCAs as a baseline of joint capabilities relevant to their concept…" (CJCSI 3010.02B, 27 Jan 06)
  - "…The development rhythm staggers the writing and revision of CCJO, JOCs, and JFCs over a 3-year period and establishes a structured method to deconflict efforts, incorporate assessment results, and allow for a logical flow of influence within the JOpsC family…" (CJCSI 3010.02B, 27 Jan 06)
  - Currer



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 3010.02B
DISTRIBUTION: A, B, C, J 27 January 2006

JOINT OPERATIONS CONCEPTS DEVELOPMENT PROCESS (JOpsC-DP)

References: See Enclosure F.

1. Purpose. This instruction provides guidance for joint concept development and synchronizes the efforts of the joint concept community in the DOD capabilities-based approach to transformation. Joint concepts link strategic guidance to the development and employment of future joint force capabilities and serve as "engines for transformation" that may ultimately lead to doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) and policy changes. This instruction defines the specific joint concepts known as the Joint Operations Concepts (JOpsC) family. It describes how these concepts are developed and managed, prescribes specific concept templates, introduces the Joint Concept Steering Group (JCSG), and describes joint experimentation as it relates to assessment of the JOpsC family. Upon approval by the Chairman of the Joint Chiefs of Staff (CJCS), this instruction supersedes previously published CJCS joint concept development guidance.

2. Cancellation. CJCSI 3010.02A, 15 April 2001, "The Joint Vision Implementation Plan (JIMP)" and the "Joint Concept Development and Revision Plan (JCDRP)," July 2004, are superseded.

3. Applicability. This instruction applies to the Joint Staff, Services, combatant commands, Defense agencies, and joint and combined activities responsible to the Chairman of the Joint Chiefs of Staff.

4. Policy

a. The objective of JOpsC is to guide the transformation of the joint force so that it is prepared to operate successfully 8 to 20 years in the future. These concepts are informed by top-level strategic guidance in the effort to identify future capabilities requirements. JOpsC presents a detailed description of "how" future operations may be conducted and provides the conceptual basis

SECDEF Memo

Today

	Jan 05	Jun 05	Jan 06	Jun 06	Jan 07	Jun 07	Jan 08	Jun 08	Jan 09	Jun 09
CCJO Revision		CCJO 2.0						CCJO 3.0		
JOC Revision		Revision Period		JOC 2.0						JOC 3.0
JFC Revision				Revision Period		JFC 2.0				
JIC Writing						Revision Period				

JOpsC Development Rhythm

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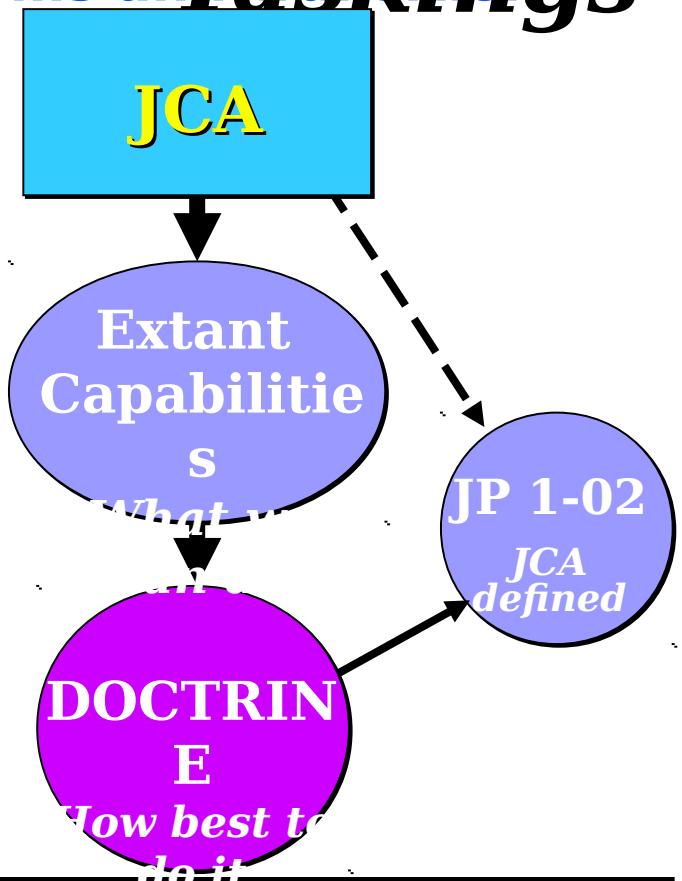
Progress on SECDEF Taskings

- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**

- **13/21 Tier I JCA definitions currently found in JP 1-02**
- **Joint doctrine currently covers 18/21 Tier 1 JCAs extant capabilities**
- **"JCA" Definition & electronic link to JCA Tier 1 & 2 Lexicon in next update to JP 1-02**
- **On-going revision of JP-1, Capstone Joint Publication will incorporate JCAs and CBP**
- **Way Ahead - Continue to review JCA evolution and transition to joint**



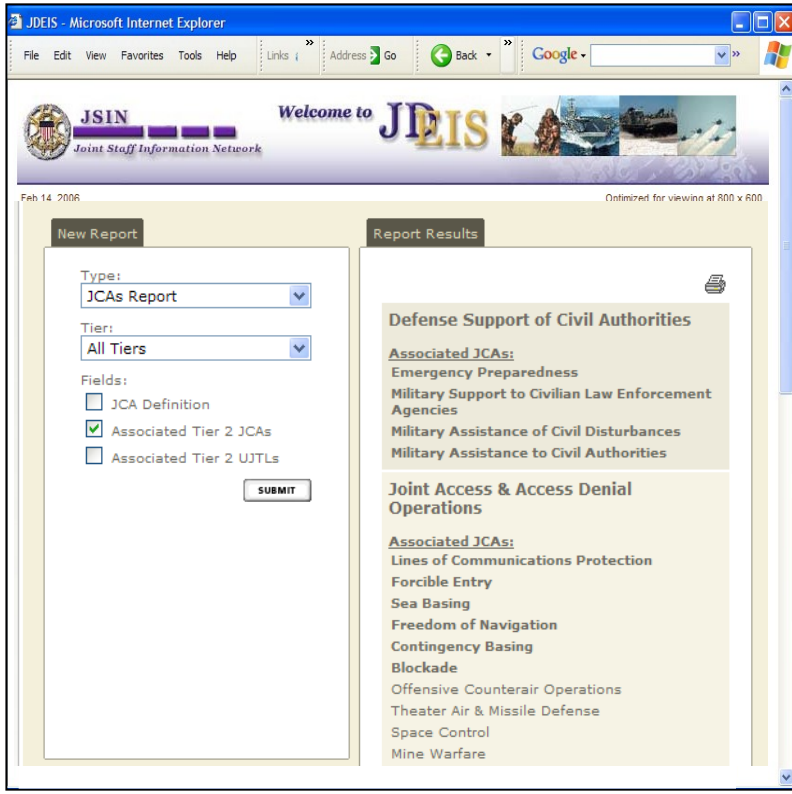
STATUS	PUB NUMBER	SHORT TITLE	PHASE	Program Directive Due	Program Directive Comp	First Draft Due (PD+5.5)	First Draft Rel	First Draft Review	Final Coord Draft Due	Final Coord Draft Rel	Final Coord Review	Approval Date Req'd	Approval Date Proj	REMARKS
	JP 1	JOINT WARFARE	PD	15-Jan-06	16-Feb-06	30-Jun-06			30-Oct-06			30-Jan-07		RFD currently beig developed, due 30 Jun 06
	JP 1-02	DOD DICTIONARY												Latest amendment - 30 Nov 04

Progress on SECDEF Taskings

- CJCS in coordination with USJFCOM - Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)

JCA / UJTL one-year mapping plan includes:

- Mapping Phase I complete – initial "one-to-one" mapping of tasks to JCAs – Completed Nov 05
- UJTL Working Party 25-27 Apr 06 to address issues
- Mapping Phase II in progress – Mission Analysis of JCAs and Tasks to determine what tasks support which JCAs (one-to-many) – Estimate completion in Sep 06



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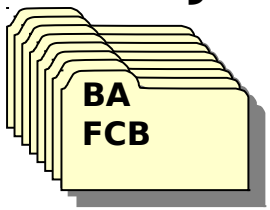
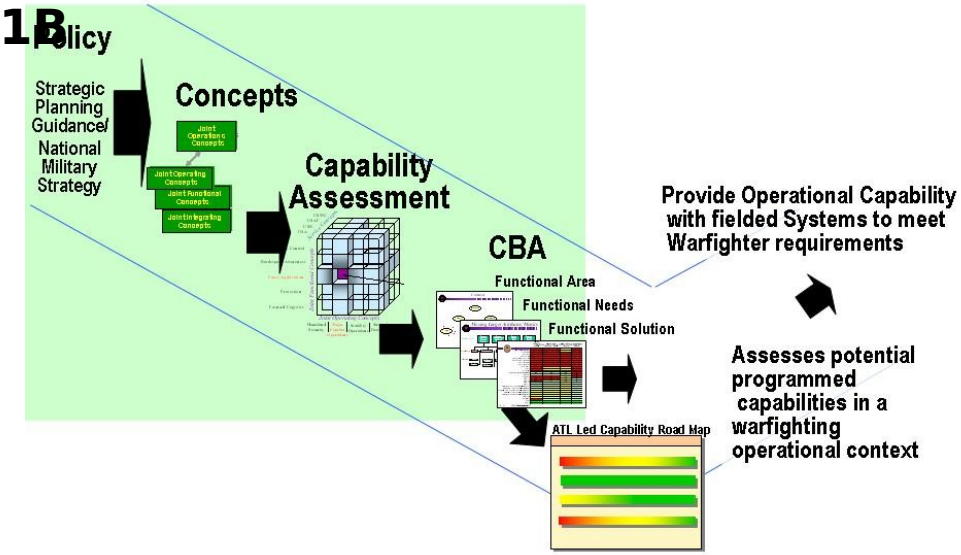
Progress on SECDEF Taskings

- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration and Development System (JCIDS) where appropriate**
  - **Joint Requirements Oversight Council Memorandum (JROCM 062-06) provides guidance on incorporating JCAs into JCIDS**

    "… all subsequent submissions of JCIDS documents will include a list of Tier 1 and Tier 2 JCAs applicable to the capabilities…"

  - **Incorporate JCA lexicon / taxonomy into next revision of CJCSI 3170.01E and CJCSM 3170.01B**
  - **Functional Capability Boards (FCB) assigned as Office of Primary Responsibility (OPR) to each Tier 1 JCA and associated Tier 2 JCAs**





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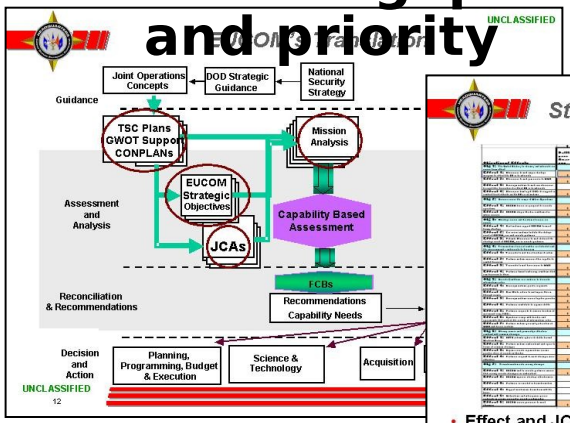
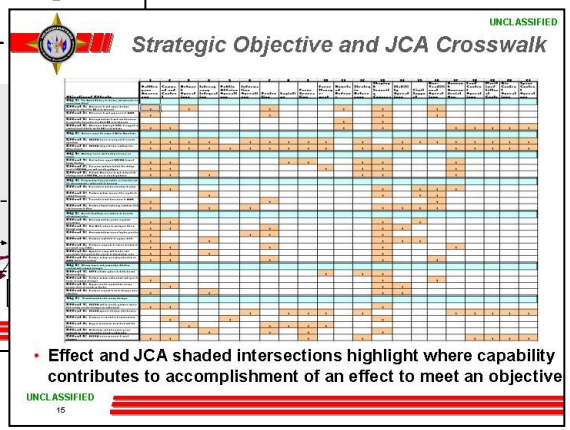
Progress on SECDEF Taskings

- **Implement JCAs into the current process to receive and assess Integrated Priority List submissions from the combatant commanders**
  - **FY07 COCOM Integrated Priority List (IPL) submissions gaps were mapped by JS/J-8 to Tier 1 and Tier 2 JCAs**
  - **Will incorporate JCAs into the FY 08-13 IPL development guidance to COCOMs (mapping gaps to Tier 2 JCAs)**
  - **Based on Gap-to-JCA mapping, JCIDS Gatekeeper will bin the IPL gaps to the appropriate FCBs for assessment and priority**

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Strategic Objective and JCA Crosswalk
Effect and JCA shaded intersections highlight where capability contributes to accomplishment of an effect to meet an objective
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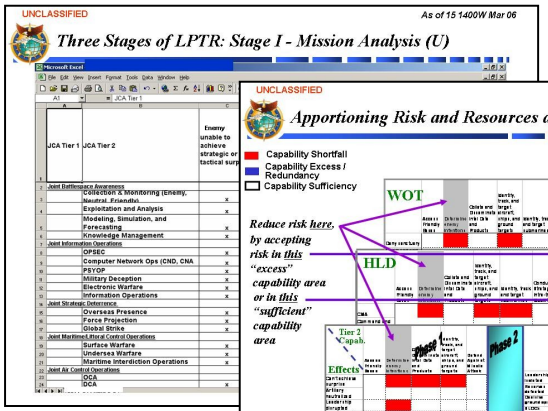
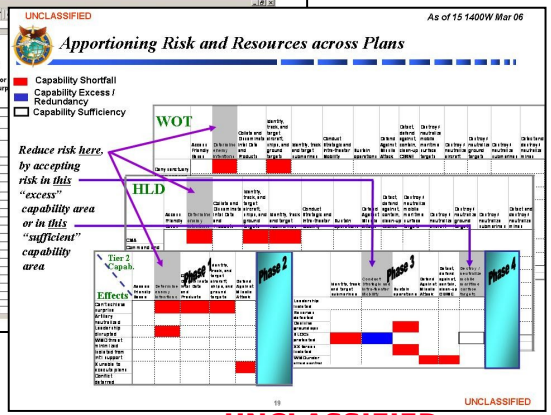
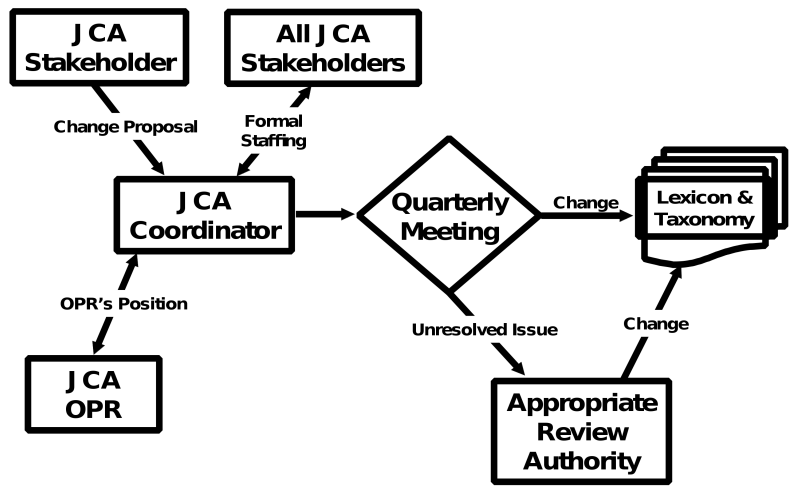




Progress on SECDEF Taskings

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
  - **24 Aug 05 JCA Tier 1 & 2 GO/FO CRC**
    - **417 comments**
  - **3 Apr 06 GO/FO Review of Planner Refinement**
    - **405 comments**
  - ***7 unresolved issues***



JCA Refinement Process

Joint Capability Areas Tier 1 / 2

- **Joint Force Generation** – Man, Equip, Organize, Develop Skills
- **Joint Force Management** – Global Posture, Global Force Management, Planning, Future Capability Identification
- **Joint Battlespace Awareness** – Planning and Direction, Observation and Collection, Processing and Exploitation, Analysis and Production, Dissemination and Integration, Evaluation and Feedback
- **Joint C2** – Exercise Command Leadership, Establish/Adapt Command Structures & Enable both Global & Regional Collaboration, Develop & Maintain Shared Situational Awareness and Understanding, Communicate Commander's Intent and Guidance, Operational Planning, Synchronize Execution Across all Domains, Monitor Execution, Assess Effects and Adapt Ops, Leverage Mission Partners
- **Joint Net-Centric Operations** – Information Transport, Network Management, Enterprise Services, Info Assurance, Knowledge Management, Applications
- **Joint Public Affairs Operations** – Public Affairs Op Planning, Public Info, Command / Internal Information, Community Relations
- **Joint Interagency / IGO / MN / NGO Coordination** – US Gov't Interagency Integration, Intergovernmental Organization Coordination, Nongovernmental Organization Coordination, Multinational Coordination
- **Joint Protection** – Conventional Weapons Threat, Terrorist Threat, WMD Threat, Protection from Exploitation, Personnel Recovery
- **Joint Logistics** – Joint Deployment/Rapid Distribution, Agile Sustainment, Op Engineering, Force Health Protection, Joint Theater Logistics, Logistics Information Fusion, Multinational Logistics
- **Defense Support of Civil Authorities** – Mil Assist of Civil Disturbance, Mil Assist to Civil Authorities, Mil Support to Civilian Law Enforcement Agencies, Emergency Preparedness

Joint Capability Areas Tier 1 / 2

- **Joint Homeland Defense**- Air and Space Defense, Land Defense, Maritime Defense, Critical Infrastructure Protection
- **Joint Global Deterrence** – Global Strike, Force Projection, Responsive Infrastructure, Inducements
- **Joint Shaping** – Military Diplomacy, Presence, Security Cooperation, Defense Support to Public Diplomacy, Strategic Communication
- **Joint Stability Operations: Military Support for Stability, Security, Transition, & Reconstruction** – Humanitarian Assistance, Reconstruction, Security
- **Joint Information Operations** – Electronic Warfare, Computer Network Operations, Operations Security, Military Deception
- **Joint Access & Access Denial** – Forcible Entry, LOC Protection, Contingency Basing, Seabasing, Freedom of Navigation, Counter Operational Mobility
- **Joint Special Operations & Irregular Warfare** – Special Operations, Irregular Warfare
- **Joint Land Operations** – Conduct Op Movement and Maneuver, Provide and Employ Joint Fires, Conduct Decisive Maneuver, Control Territory Populations & Resources
- **Joint Maritime /Littoral Operations** – Surface Warfare, Undersea Warfare, Maritime Interdiction, Maritime/Littoral Expeditionary ops, Maritime/Littoral Fires, Ocean/Hydro/River Survey & Support Ops
- **Joint Air Operations** – Offensive Counterair Ops, Strategic Attack, Air Interdiction, Tactical Air Support
- **Joint Space Operations** – Space Control, Space Force Application

Unresolved Issues

- Irregular Ops / Irregular Warfare as a Tier 1 / 2 JCA vs. as overarching concepts that involve DoD resources across multiple Tier 1 JCAs (Navy)
- OPR for Tier 2 PSYOP, Special Operations vs Information Operations (Navy)
- "Joint Force Projection" as a new Tier 1 JCA spanning Strategic & Intra-theater Airlift & Sealift vs. as part of Global Deterrence (Army)
- Blue and white force tracking / SA as part Battlespace Awareness Tier 2s vs. Joint Command & Control (Navy)
- "Planning" is used in three places (JFM, JC2 and JBA) within the JCA Lexicon and the definitions listed after the terms are all different (JS J8)
- "Strategic Information and Engagement Coordination" vs. QDR definition for "Strategic Communication" as a Tier 2 (JFCOM, Navy)
- Defense Support to Public Diplomacy as supported by Joint Public Affairs Operations vs. Joint Shaping (Navy)

Defer Pending Review of Recommendations

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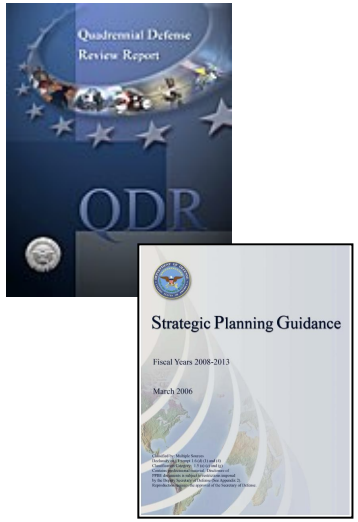
2006 QDR & SPG JCA Linkage

- Reaffirms Department's shift to Capabilities-Based Planning
- Emphasizes the need to manage the Department via joint capability portfolios to meet President and Combatant Commanders' needs
- Links JCAs to joint capability portfolio concept –

  4 Test Cases:

  - Joint Battlespace Awareness
  - Joint C2
  - Joint Net Centric Operations
  - Joint Logistics



- The Department will break out its budget according to JCAs
- Lauds PACOM's efforts (Linking Plans to Resources) to map resource needs to plans and operations

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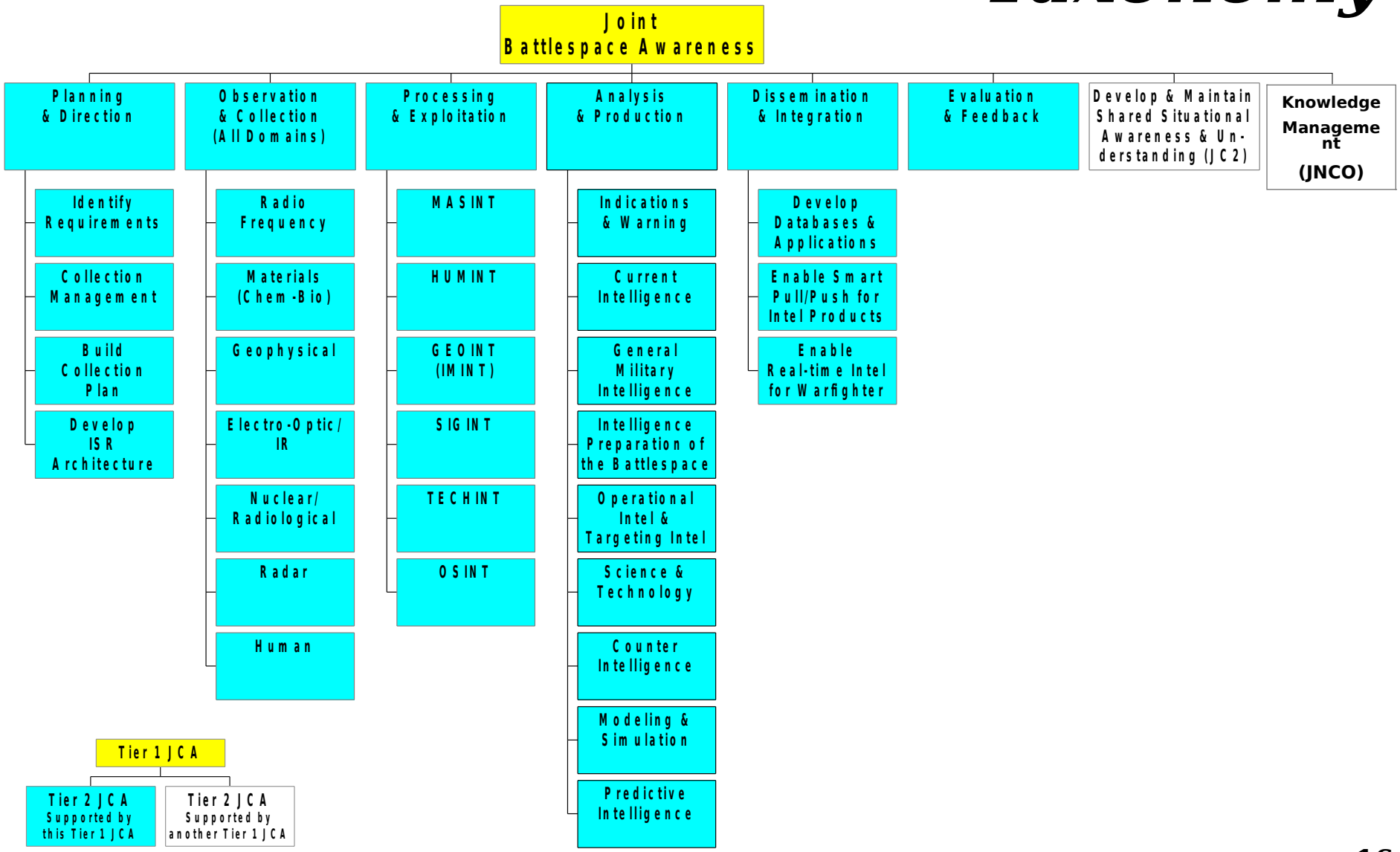
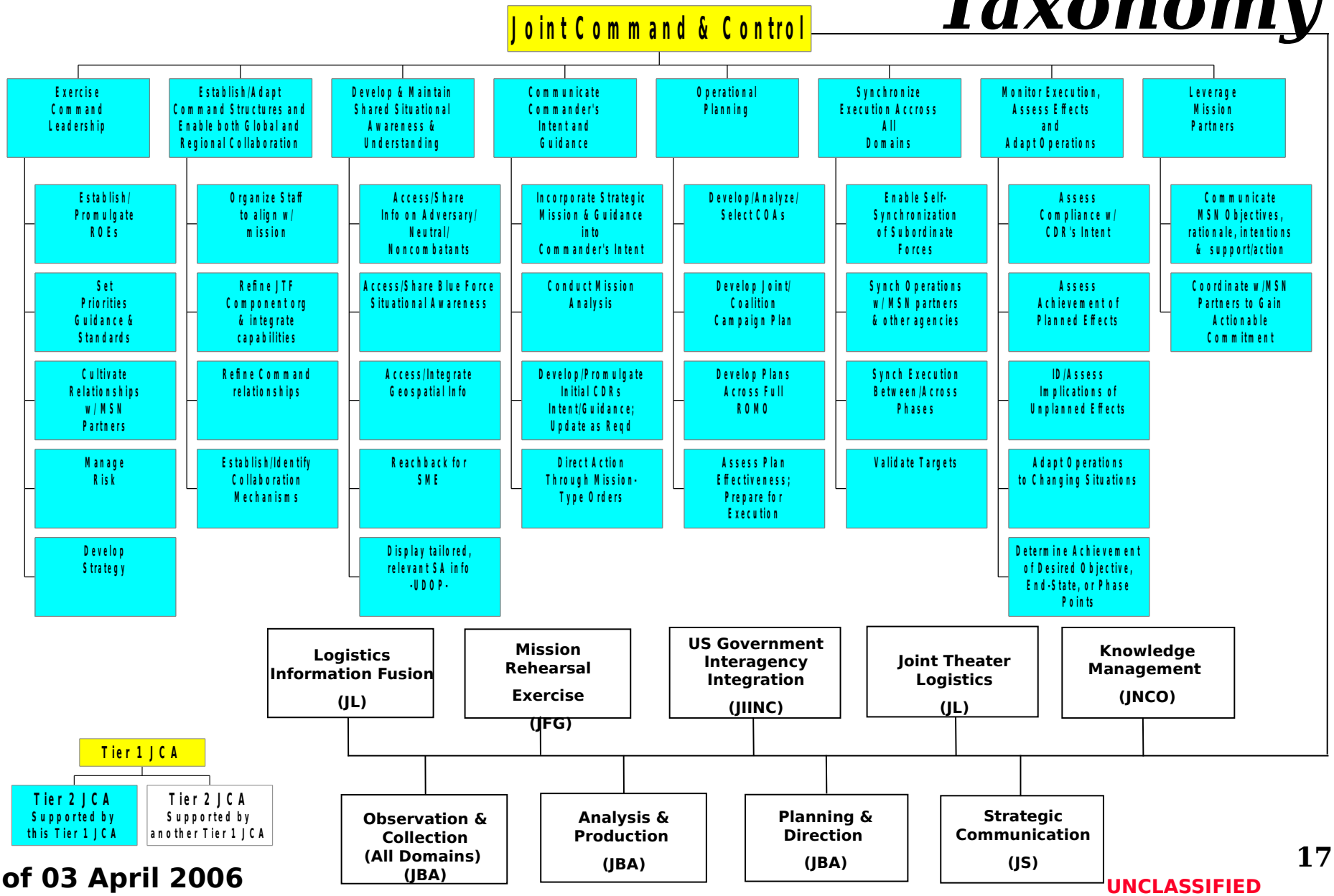
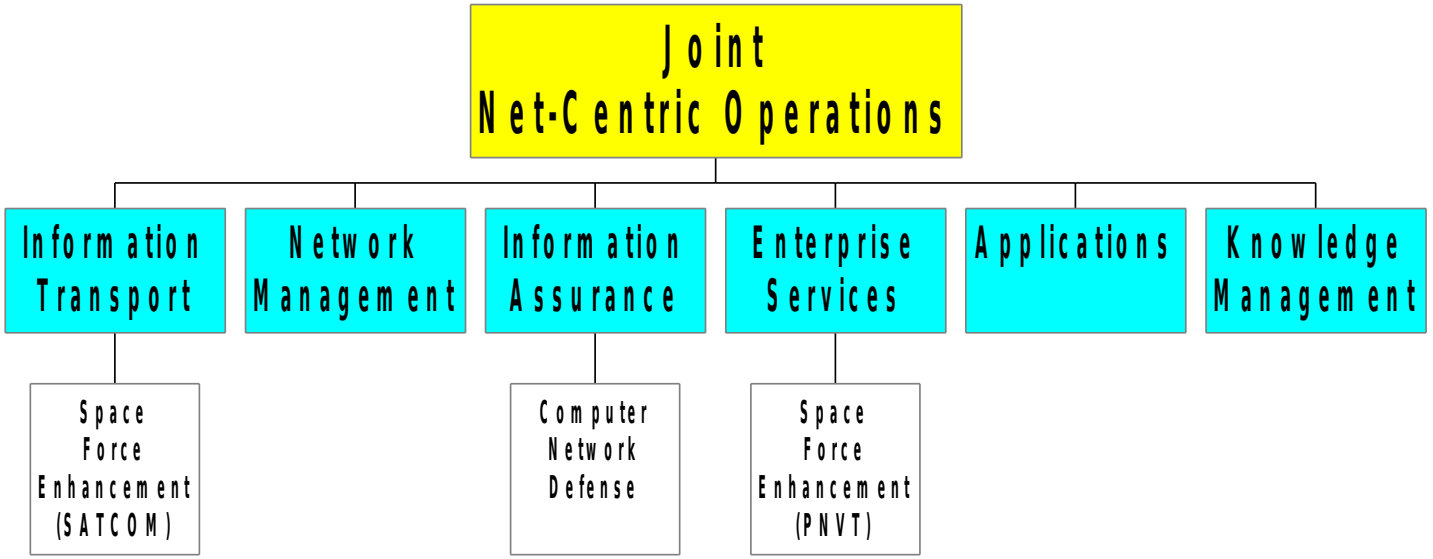
Joint Battlespace Awareness Taxonomy

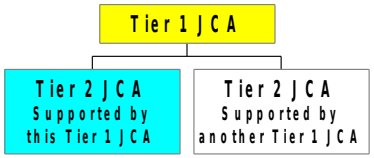


Joint Command & Control Taxonomy

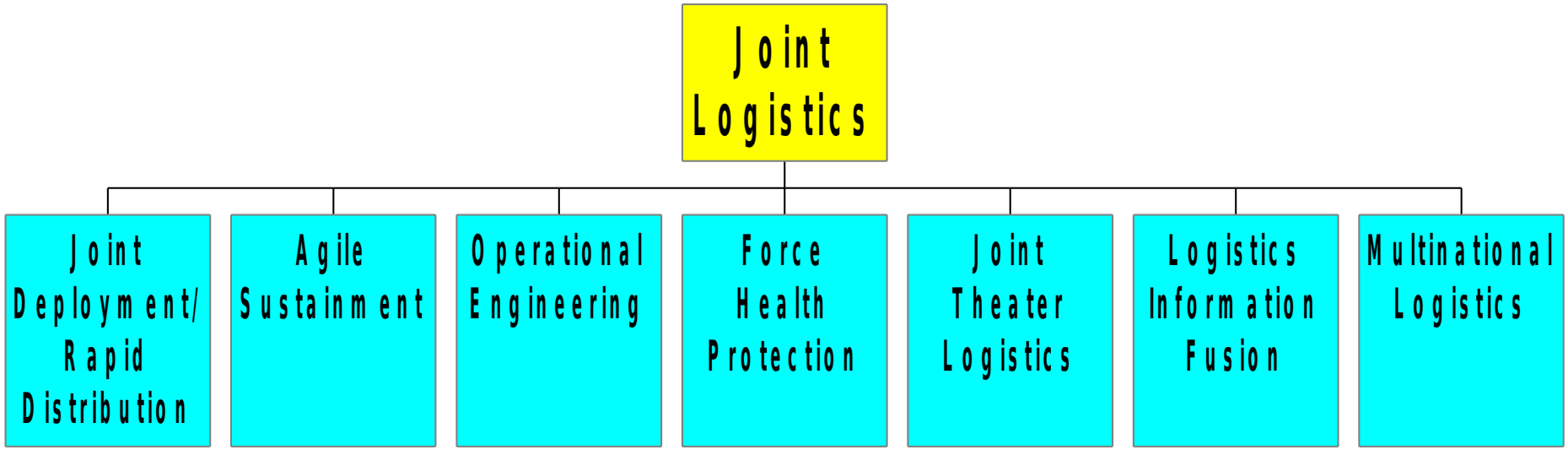

Joint Command & Control
Exercise Command Leadership
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Develop & Maintain Shared Situational Awareness & Understanding
Communicate Commander's Intent and Guidance
Operational Planning
Synchronize Execution Accross All Domains
Monitor Execution, Assess Effects and Adapt Operations
Leverage Mission Partners
Establish/ Promulgate ROEs
Set Priorities Guidance & Standards
Cultivate Relationships w/MSN Partners
Manage Risk
Develop Strategy
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Access/Share Info on Adversary/ Neutral/ Noncombatants
Access/Share Blue Force Situational Awareness
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full ROMO
Assess Plan Effectiveness; Prepare for Execution
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
Determine Achievement of Desired Objective, End-State, or Phase Points
Communicate MSN Objectives, rationale, intentions & support/action
Coordinate w/MSN Partners to Gain Actionable Commitment
Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Management (JNCO)
Observation & Collection (All Domains) (JBA)
Analysis & Production (JBA)
Planning & Direction (JBA)
Strategic Communication (JS)
Tier 1 JCA
Tier 2 JCA Supported by this Tier 1 JCA
Tier 2 JCA Supported by another Tier 1 JCA

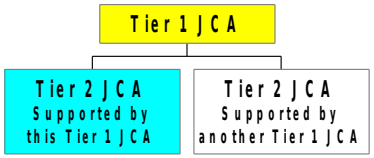
Joint Net-Centric Operations Taxonomy





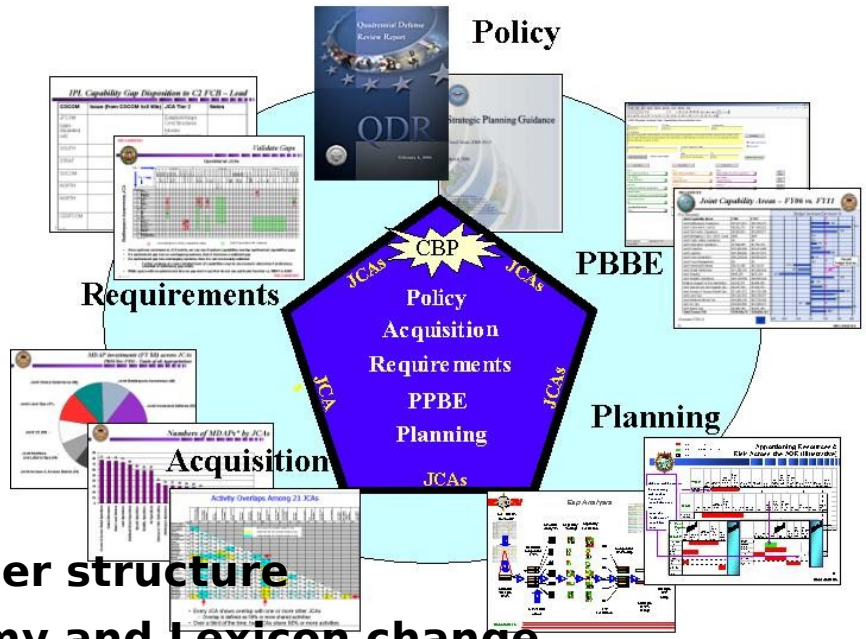
Joint Logistics Taxonomy





Recommendations

- Use SECDEF progress report as catalyst to obtain Strategic Guidance
- Develop holistic JCA Implementation Plan ISO CBP institutionalization
  - Charter appropriate authors
    - OSD Led
    - JS Led
    - Co-Chairs
  - Clarify JCA / CBP relationship
  - Focus initially on 4 test cases
  - Determine TOA coverage
- Revise JCA Management Plan
  - Build upon JCA Implementation Plan
  - Define and develop supporting JCA Tier structure
- Approve resolved JCA Tier 1 / 2 Taxonomy and Lexicon change recommendations – encourage/enforce implementation
- JCB Decision Opportunity: Defer further adjudication of unresolved comments pending JCA Implementation Plan approval



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Decision Opportunity

Situation: This briefing contains both the Progress Report on the SECDEF Action Memo and the continued adjudication of unresolved issues from the recent JCA refinement effort

- **Continue to brief both issues together –**

- **De-couple and brief on two separate paths**
  - **Progress report through the JROC to the JCS**
  - **Unresolved issues through the JCB and forward as appropriate**

✓ **De-couple and;**
  - **Progress report through the JROC to the JCS**
  - **Defer the unresolved issues pending JCA Implementation Plan approval**

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Way Ahead

- 26 Apr – JCB
- 15 May (T) – OPSDEPS
- 25 May (T) – JROC
- TBD – JCS
  - CJCS Action Memo to the SECDEF reporting progress

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Backup

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Unresolved Issues

- Irregular Ops / Irregular Warfare as a Tier 1 / 2 JCA vs. as overarching concepts that involve DoD resources across multiple Tier 1 JCAs (Navy)
- OPR for Tier 2 PSYOP, Special Operations vs Information Operations (Navy)
- “Joint Force Projection” as a new Tier 1 JCA spanning Strategic & Intra-theater Airlift & Sealift vs. as part of Global Deterrence (Army)
- Blue and white force tracking / SA as part Battlespace Awareness Tier 2s vs. Joint Command & Control (Navy)
- “Planning” is used in three places (JFM, JC2 and JBA) within the JCA Lexicon and the definitions listed after the terms are all different (JS J8)
- “Strategic Information and Engagement Coordination” vs. QDR definition for “Strategic Communication” as a Tier 2 (JFCOM, Navy)
- Defense Support to Public Diplomacy as supported by Joint Public Affairs Operations vs. Joint Shaping (Navy)

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JSOIO – FA FCB

Tier 1 – Comment 15

Critical / Navy

Recommendation: Delete “& Irregular Ops” from the Tier 1 title “Jt Special Ops and Irregular Ops”, and delete “Irregular Warfare” as a Tier 2 JCA

Rationale: Irregular Ops/Irregular Warfare are overarching concepts that involve broad applications of DoD resources across multiple Tier 1 JCAs.

Pros / Cons

Pros: (OPNAV N8 position) Irregular Ops/Irregular Warfare are overarching concepts that involve broad applications of DoD resources across multiple Tier 1 JCAs.

Cons: -

- QDR, SPG & JPG contain specific IW directives to be achieved across DoD & USG.
- Other over-arching concepts are JCA Tier 1s
- Does not facilitate desired JCA specific capabilities-based planning, major trade analysis, and decision-making nor does it allow for a sufficient identification of required capabilities.

JCA OPR Position – Reject

- Irregular Warfare meets OSD IW Executive Road Map Directive intent and definition development and employment
- QDR language expresses capabilities, risk and end-states achieved using the terms Special Operations and Irregular Warfare

Follow-on

Unresolved, requires Flag/SES level adjudication

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JSOIO – FA FCB Tier 2 – Comment 8

Substantive / Navy

Recommendation: PSYOP should be moved back under IO as a blue box (retain in Spec Ops as a white box).

Rationale: IAW JP 3-13. Although SOCOM is tasked with the mission, PSYOP capabilities still reside with the services. PSYOP is a core capability of IO.

Pros / Cons

Pros: PSYOP is a core capability of IO

Cons:

- Changes decision of August GO/FO conf.
- Does not improve JCA Lexicon or Taxonomy
- Does not improve process or employment of PSYOP as a Tier 2, 3, or lower
- Jt IO and Jt SO/IW agree IO belongs as a Blue Box under Special Opns

JCA OPR Position – Reject

- PSYOP is a fundamental Tier 3 element of both Spec Ops (Blue Box) and Irregular Warfare (White Box) – <u>It does not prohibit</u> any other JCA to employ PSYOP as a supporting capability White Box.
- PSYOP may be executed by multiple Services, in multiple domains and as a supporting effort of multiple Operations; however, as a core competency PSYOP should remain a

Follow-on

Unresolved, requires Flag/SES level adjudication

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JGD – FA FCB

Tier 1 – Comment 20

Critical / Army

Recommendation: Create a new Tier 1 JCA "Joint Force Projection"

- Strategic Airlift
- Strategic Sealift
- Intra-theater Airlift
- Intra-theater Sealift

Rationale: JFP is strategically and operationally critical for achievement of many JOpsC family of concepts key ideas

Pros / Cons

Pros:

- Transformational joint force projection capabilities are critical for future joint force to deploy/employ directly from CONUS or long-range ISBs into JOA to seize initiative, confront enemy with multiple dilemmas and accelerate defeat
- Important that this critical capability not get buried in the Tier 2 category, but get elevated for visibility

Cons:

- "Force Projection" is already a Tier 2 JCA under the Tier 1 "Joint Global Deterrence" JCA
- Joint Deployment is a Tier 2 JCA under the Tier 1 "Joint Logistics" JCA
- Conflicts with ground rules regarding Tier 1 JCA changes for this refinement effort

JCA OPR Position – Reject

- Creates a whole new Tier 1
- Force Projection as it relates to JGD is already defined as a Tier 2 capability
- Duplicates many of capabilities identified under Joint Logistics JCA
  - Joint Deployment/Rapid Distribution
  - Agile Sustainment

Follow-on

Unresolved, requires Flag/SES level adjudication

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JBA – BA FCB

Critical / Navy

Battlespace Awareness Tier 2s must include blue and white force tracking/SA

Recommendation: JBA must be expanded to include the full scope of true battlespace awareness (red/white/blue). In some cases this may require additional Tier 2s, but in many cases it just means expanding definitions to NOT limit themselves to red or red/white info/data.

Rationale: Any operational commander needs complete SA; any operational COP needs to display a complete picture. An accurate representation MUST include blue/red/& white data. This concept was recently endorsed by JROCM 276-05 dated 22 December 2005. One of several points contained in this JROC-endorsed attachment to this JROCM provides an example, by stating that "BFT, JBFSA, and CID [which all support JF S.A.] are embedded information needs and cannot be separated."

JCA OPR Position – Reject

Refer to JC2 as appropriate owner of Blue Force Tracking capability

Tier 2 – Comment 170

Pros/Cons

Pros:

- "Battlespace Awareness" implies complete situational awareness (blue/white/red/gray) in support of commanders and systems

Cons:

- Current alignment (JROC decision 23 Mar 03) indicating JBA in supporting/integrating role allows operational separation of blue/red force tracking issues for command and control
- Topic of Blue Force Tracking addressed during JCA Conference in 2005 and participants agreed with JC2 alignment

Follow-on

Unresolved, requires Flag/SES level adjudication

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JC2 – C2 FCB Tier 2 – Comment 126

Critical / JS J8 (JFM FCB)

Recommendation: Standardize the definition of planning. Planning should remain under JFM Tier 1, but be influenced / informed by other Tier 1s, (C2, BA, etc.) utilizing the "white box" construct.

Rationale: Term planning is used in three places (JFM, JC2 and JBA) within the JCA Lexicon and the definitions listed after the terms are all different.

Pros / Cons

Pros:

- Aligns with FM Functional Concept
- Aligns with Adaptive Planning (AP) Roadmap "one planning process" concept

Cons: Does not align with guidance for JC2 Planning as stated in:

- DoD 5100.30 Joint C2 and Global C2 Definitions
- C2 Functional Concept, C2 JIC, C2 CBA ongoing effort

JCA OPR Recommendation – Reject

C2 FCB position is that planning is an inherent
C2 capability, as it is with force management and
battlespace awareness. C2 FCB recommends maintaining planning as C2 JCA Tier 2 and modify
term to illustrate difference. (e.g. Operational Planning.) Recommend further differentiating

Follow-on

Unresolved, requires Flag/SES level adjudication

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JFM – FM FCB Planning Definitions

JFM – Planning: The ability to create and revise plans rapidly and systematically, as circumstances require; occurs in a networked, collaborative environment, requires the regular involvement of senior DoD leaders, and results in plans containing a range of viable options. (Adaptive Planning Roadmap v1.1)

BA – Planning & Direction: The ability to develop intelligence requirements, coordinate and position the appropriate collection assets, from the national to the tactical level, to ensure robust situational awareness and knowledge of intended domains is gained. (JCA CRC – 28 Apr 05; modified from JP 2-01)

JC2 – Plan Collaboratively: The ability to plan utilizing an effects-based approach that directly ties offensive actions to campaign objectives, drawing on global resources and considering global consequences. Planning must be conducted with the collective knowledge of the decisions and plans of others to produce coherent integration. Planners must be able to focus on exploiting critical capabilities and potential collateral damage. Parallel, distributed, collaborative planning capabilities and improved assessment tools are needed to compress process timelines. However, collaboration does not imply decision making by committee or

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JS – FM FCB

Tier 2 – Comment 153

Critical / Navy

Recommendation: Designate DSPD as a Tier 2 JCA supported by the Tier 1 Joint Public Affairs Operations JCA vice Tier 1 Joint Shaping JCA.

Rationale: DSPD describes the role component PAOs perform in support of DoS overseas. Specifically, PA tasks such as communication planning ISO U.S. foreign policy, coordination of themes and messages, press conferences/interviews/backgrounders with foreign officials and foreign press, overseas community relations programs, foreign media analysis, placement of opinion pieces in foreign press, countering of misinformation and coordination of visual information activities are examples of direct support of the DoS public diplomacy mission.

- DSPD encompasses more than PA. IO and Military Diplomacy are also critical to DSPD's success and essential in its execution. DSPD is a major component to Joint Shaping.
- The appropriate location for DSPD is under the Joint Shaping Tier I JCA.

Pros / Cons

Pros: A majority of DSPD activiti are largely Public Affairs actions.

Cons: Although PA plays a major role in DSPD, it is not the only contributor to DSPD. IO also adds significantly to DSPD (Theater Security Cooperation Plans, Military Information Support Teams) as well as Military Diplomacy.

JCA OPR Position – Reject

Follow-on

Unresolved, requires Flag/SES level adjudication

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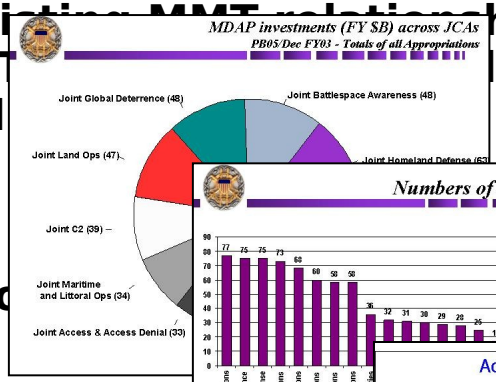
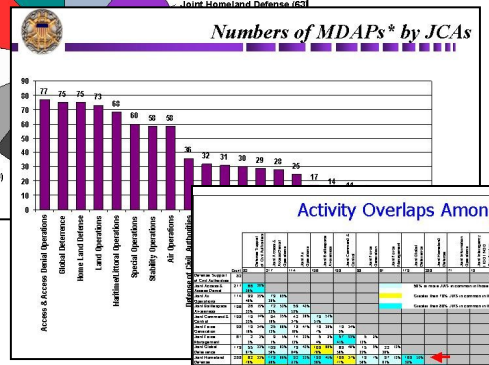
AT&L Progress on SECDEF Action

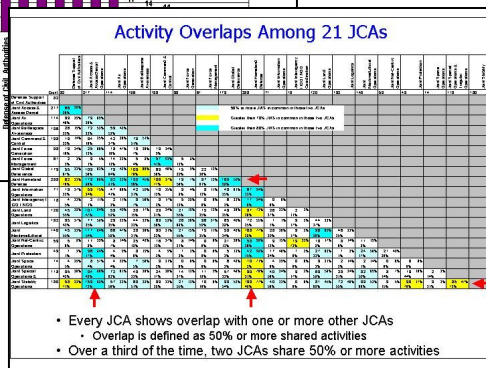
- **OUSD (AT&L) shall incorporate the JCAs where appropriate across acquisition activities including the Defense Acquisition Board process, capability roadmaps, and technology investment decision opportunities**

- **Actions Completed to support 31 July suspense:**
  - **Performed initial mapping of DAB programs (MDAPs) , AT&L Roadmaps & Advanced Concept Technology Demonstrations (ACTDs) against the Tier 1 & 2 JCAs**
  - **Updated Matrix Mapping Tool (MMT) to implement and track JCA relationships. Augmented existing MMT relationships between Programs, Program Elements (PEs), ACT[illegible] Capability Boards (FCBs), and the Joint Integrated**

- **Next Steps:**
  - **Determine additional AT&L processes to implement the JCAs (e.g. Business)**
  - **Assess implications of the JCAs on AT&L decisions, i.e. is the construct helpful for strategic acquisition choices**
  - **Propose MMT as a tool for characterizing relationships across multiple processes**

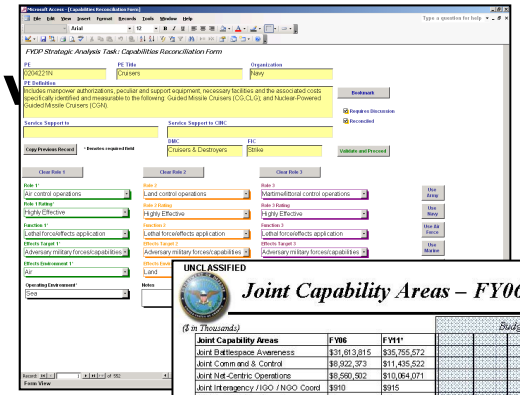

MDAP investments (FY $B) across JCAs
PB05/Dec FY03 - Totals of all Appropriations
Joint Global Deterrence (48)
Joint Battlespace Awareness (48)
Joint Land Ops (47)
Joint C2 (39)
Joint Maritime and Littoral Ops (34)
Joint Access & Access Denial (33)

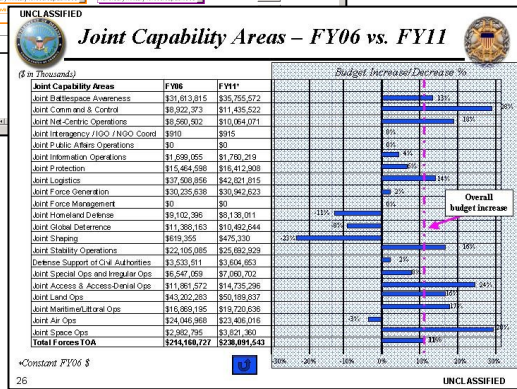



Activity Overlaps Among 21 JCAs
Every JCA shows overlap with one or more other JCAs
Overlap is defined as 50% or more shared activities
Over a third of the time, two JCAs share 50% or more activities

Progress on SECDEF Taskings

- **OSD (PA&E) shall apply the capabilities lexicon to the program and budget databases as appropriate prior to the FY 08-13 POM cycle**
  - **Developed a framework for the prototype, using the JCAs as the basic organizing principle**
  - **Tested the framework on a representative sample of data**
  - **Had Joint Staff/Service/USSOCOM subject matter experts assign values to Tier 1 JCAs using the "Top 400" Program Elements**
  - **Developed "business rules" from the information obtained during the GO/SES review to assign values to the remaining Program Elements in the data base**
  - **Conducted a "GO/SES" review of the values assigned (3 June)**
  - **Conducting Offsite with Services on 26 Oct 2005 to analyze various approaches and determine best way forward for Department**





Progress on SECDEF Taskings

- **OSD (OFT) shall incorporate the JCAs into the next revision of the Transformation Planning Guidance (TPG) and future transformation roadmaps where appropriate**
  - **OFT in initial stages of revising TPG**
    - **Will incorporate JCA lexicon and implementation methods to reflect JCIDS, JCD&E, and Policy Guidance/Processes**
    - **Developing "placeholder" for Service/JFCOM Roadmap development guidance in TPG to address JCA incorporation/implementation into Roadmap products**
  - **OFT is Evaluating Strategic Transformation Appraisal (STA) Methodology**
    - **Examining better ways to conduct the STA as well as implement future results**
    - **Consistent with acceptable STA improvement recommendations, will incorporate guidance in TPG to include evaluation of implementation of JCAs in Roadmaps**

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Progress on SECDEF Taskings

- **OSD(P) shall incorporate the JCAs as appropriate into future Defense Planning Scenarios (DPSs) and Strategic Planning Guidance (SPG)**
  - **DPS**
    - **Blue CONOPS for Multi Service Force Deployment (MSFD) documents incorporated JCAs in MCO 1 – Long Range, Irregular Warfare, and Loose Nukes scenarios**
    - **Integration of a codified JCA construct will provide consistency & synergy in the Analytic Agenda and its associated baselines, which are source documents for the JCIDS process**
  - **SPG**
    - **Intent is to incorporate JCAs into the framework to identify where to either reduce risk or accept increased risk**
    - **JCAs to be basis for capability portfolio management concept, test cases are:**
      - **Joint Command and Control**
      - **Joint Battlespace Awareness**
      - **Joint Net-Centric Operations**
      - **Joint Logistics**

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Progress on SECDEF Taskings

- **Commander, US Joint Forces Command, shall coordinate with the Chairman of the Joint Chiefs of Staff to incorporate the JCAs into evolving Global Force Management and Joint Force Provider initiatives…**
  - ***Defense Readiness Reporting System (DRRS)*** 25 Jun 04 SecDef Memo established Commander, US Joint Forces Command as the Primary Joint Force Provider (JFP) and for USD (P&R) to develop DRRS to support GFM commitment, availability, readiness, deployment and redeployment data requirements. USD (P&R) working closely with USJFCOM to ensure DRRS supports the JFP mission while incorporating the JCA construct.
  - ***Joint Event Scheduling System (JESS)***
    - Supports JFCOM management of DoD forces participating in joint events such as operations, training exercises, experiments, demonstrations, tests and evaluations.
    - Supports visibility and analysis of current/future force requirements for more effective force management planning.
    - Potential interim global visibility capability pending the fielding of a long-term solution.
  - ***Joint Readiness Automated Management System (JRAMS).*** Integrates data from the Joint Operation Planning and Execution System (JOPES) and the Global Status of Resources & Training System (GSORTS) in support of JFCOM JFP functions such as Training and Readiness Oversight of Guard and Reserve Forces, Joint/Service readiness displays by COCOM and Service, Joint Quarterly Readiness Review analysis support and OPLAN/CONPLAN, rotations, contingency sourcing analyses.
  - ***Joint Force Projection (JFP) Advanced Concept Technology Demonstration (ACTD)***
    - Identify required Joint Force Projection Enterprise Services for Net-Centric Operations (FP MCP for JC2).
    - Demonstrate initial Modeling & Simulation capability for joint deployment planning and execution.
    - Demonstrate initial Joint Reception, Staging, Onward Movement, and Integration (JRSOI) Planning capability.
    - Expand Joint Capabilities Requirements Tool (JCRT) prototype to include refining doctrine on capabilities-based planning and mapping Service-defined force capabilities packages into JCAs. Incorporate JCRT into GCCS and eventually into the future program Joint Command and Control (JC2).

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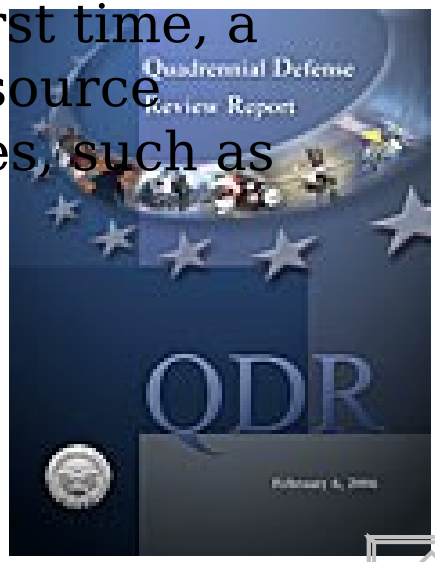
2006 QDR JCA Linkage

"…To better support the joint warfighter, the Department is launching several initiatives to integrate the processes that define needed capabilities, identify solutions and allocate resources to acquire them. The following four interrelated reforms emphasize the need for improved information-sharing and collaboration. …. Third, the Department will begin to break out its budget according to joint capability areas. …The Department has already developed and tested at U.S. Pacific Command an automated process that maps resource needs to discrete operational plans and missions. For the first time, a Combatant Commander is able to ascertain the resource requirements associated with particular capabilities, such as striking fleeting targets.

… The Department is working to expand on this program to enable Department-wide assessment of capability areas and facilitate capability portfolio management and will explore this approach with the Congress. …As a first step, the Department will manage three capability areas using a capability portfolio concept: Joint Command and Control, Joint Net-Centric Operations and Joint Space Operations. As we



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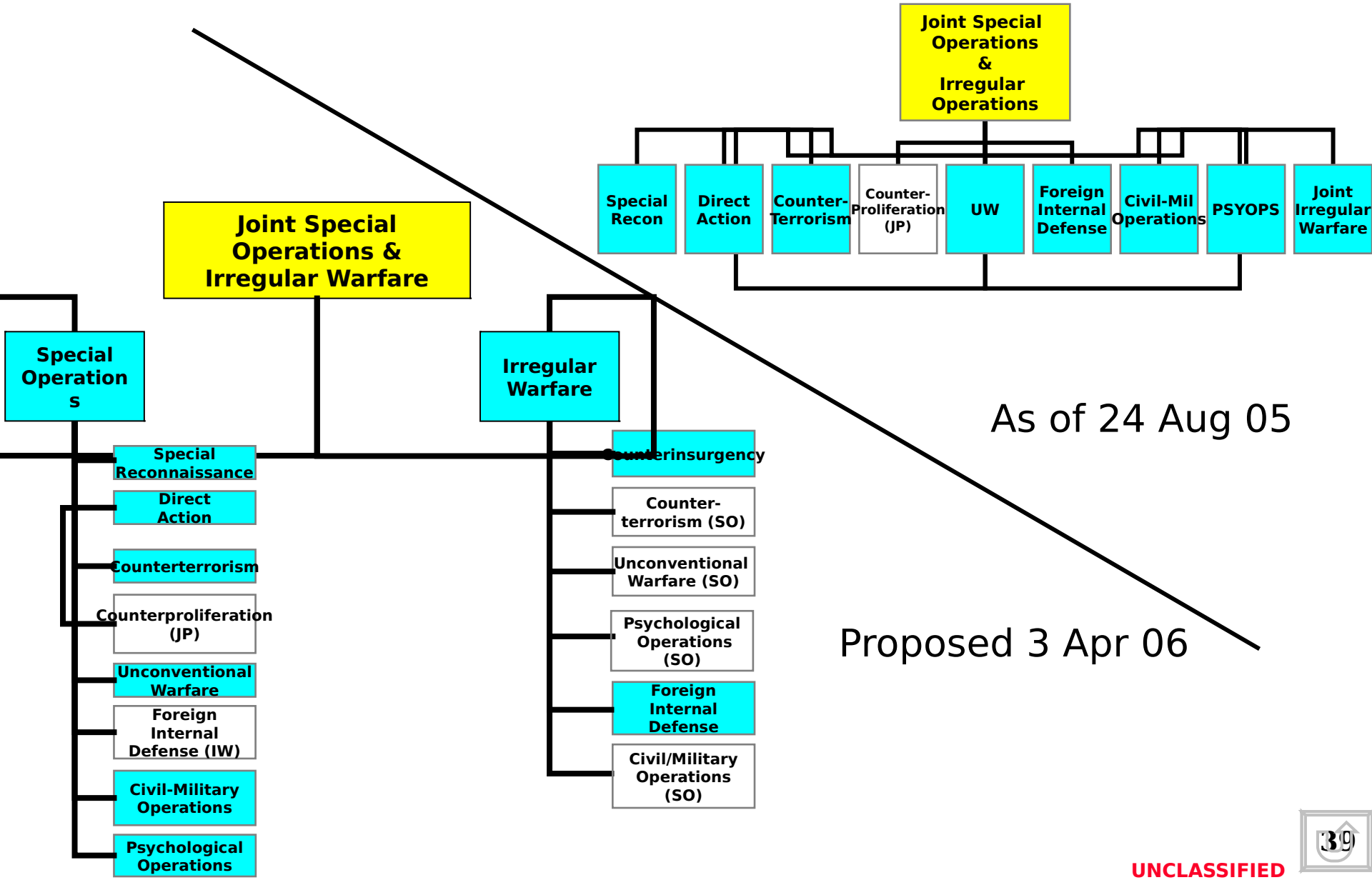
JSOIW Taxonomy



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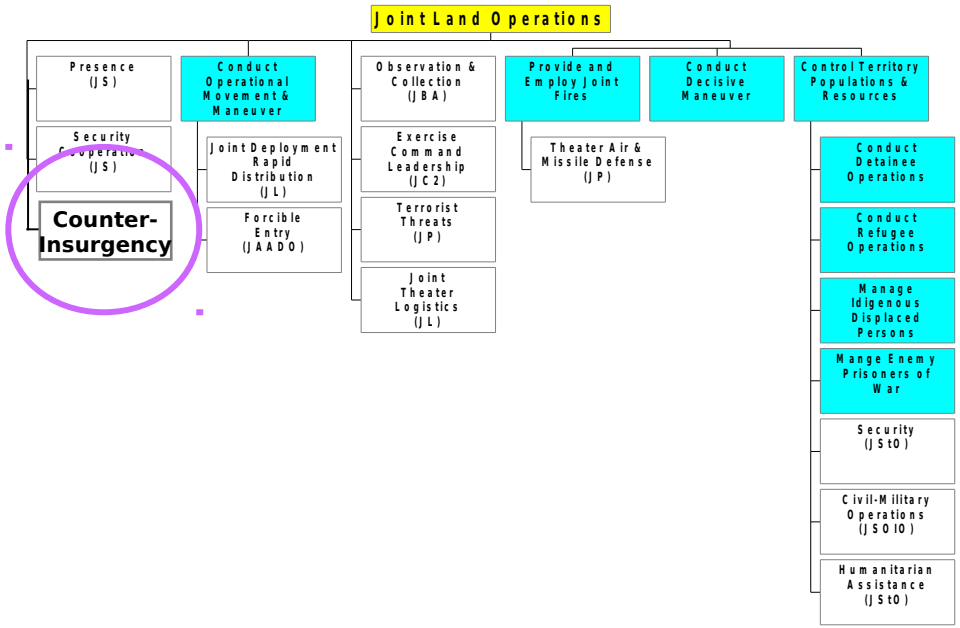
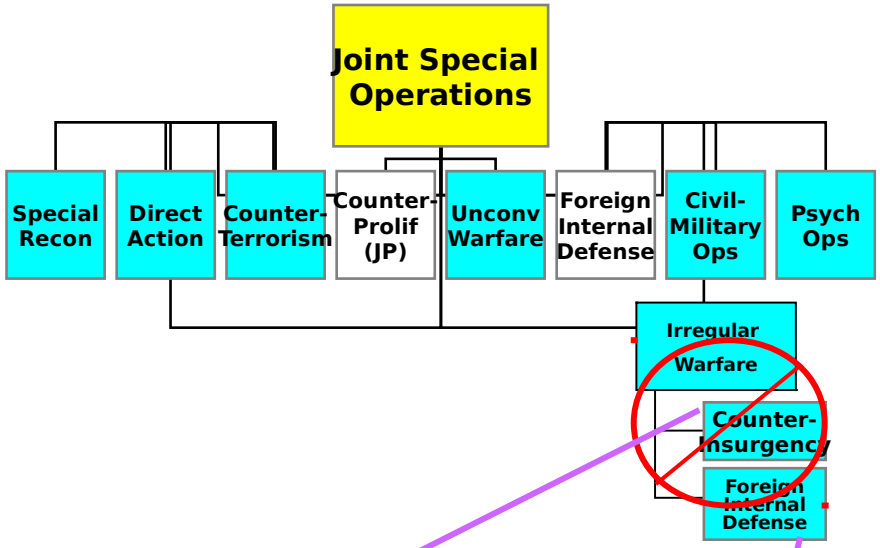
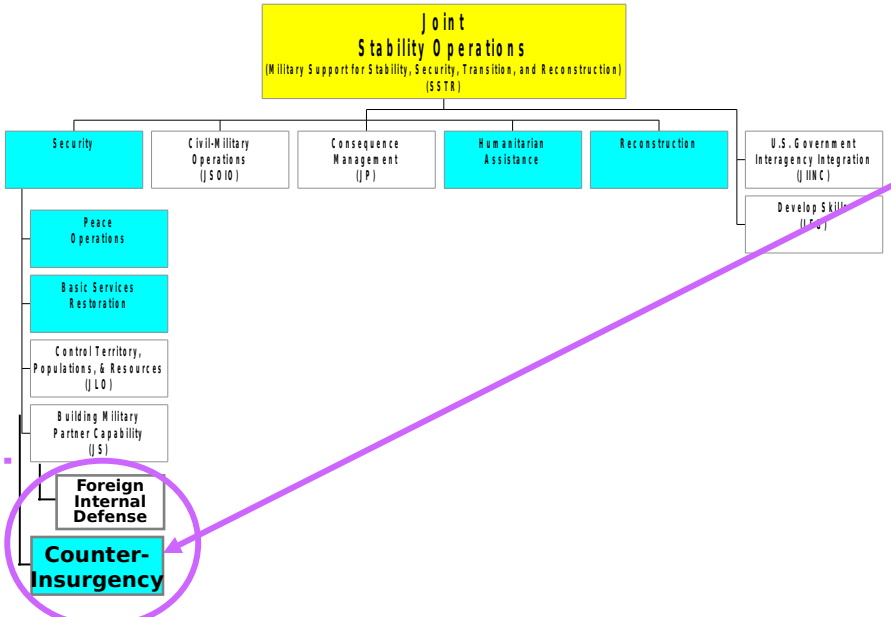
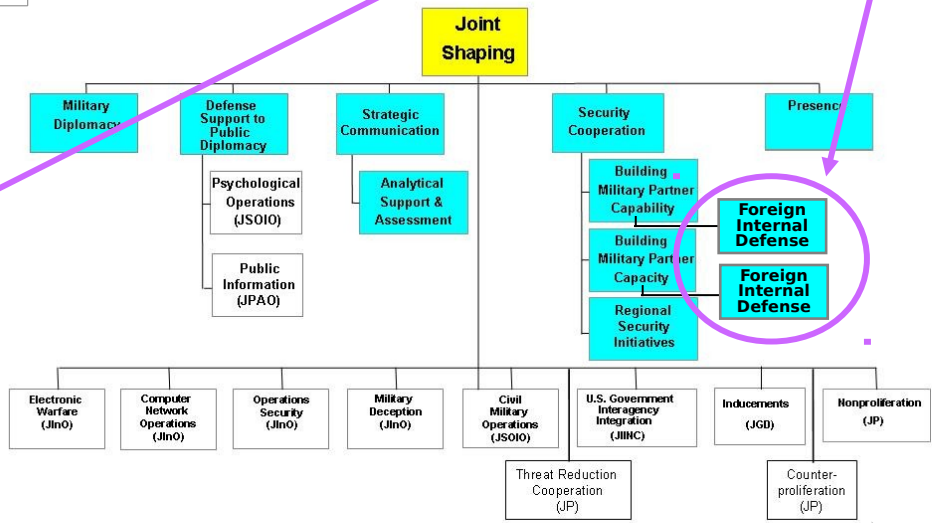
Is the proposed new taxonomy consistent with QDR?









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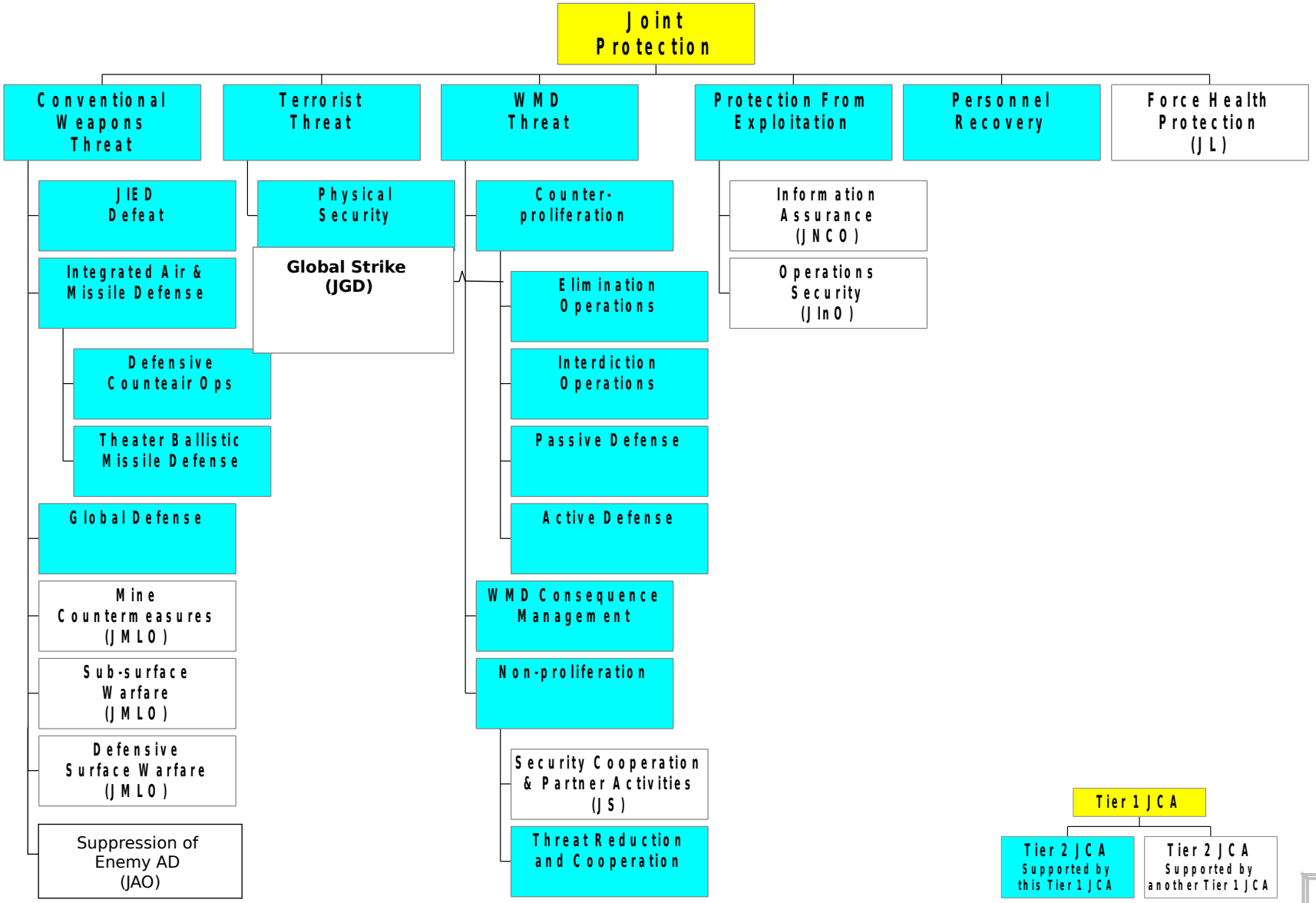
Joint Protection Taxonomy



Bottomline Up Front

- There needs to be one Tier 2 JCA covering planning capability
  - The term ‘planning’ is used in three places in the Tier 2 JCA lexicon (JFM, JC2, JBA)
  - The definitions for ‘Planning’ under JFM and ‘Plan Collaboratively’ under JC2 are similar, adding to confusion
  - The SecDef approved Adaptive Planning as the Department’s planning process
    - AP outlines one planning process incorporating both contingency and crisis action planning
    - AP is currently binned to FM FCB

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FM FCB Recommendation

- **Maintain ‘Planning’ as a Tier 2 Capability under Joint Force Management Tier 1**
- **Use a ‘white box’ under Joint Command and Control Tier 1 and Joint Battle Space Awareness Tier 1 to indicate connection between planning and C2/BA**

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Rationale for FM FCB Lead

- **Force Management FCB currently has Adaptive Planning, DRRS, Global Visibility Capability, Global Force Management Data Initiative, and other Joint Force Provider tools in its portfolio**
  - **No planning systems have come through the C2 FCB**
  - **Joint Staff J-3 has primary responsibility for GCCS, which includes legacy planning system (JOPES) – no requirements for this system have come through JCIDS (not in any FCB)**
  - **DJS tasked FM FCB to integrate AP and DRRS with NECC**
- **Global Force Management, Readiness Reporting, and Adaptive Planning are clearly linked**
  - **Allocation and apportionment decisions inform contingency sourcing decisions in support of warplans**
  - **Unit availability/readiness informs allocation, and allows plans to remain relevant ('living plans' concept)**
  - **Maintaining consolidation of these systems / processes under one FCB facilitates integration and reduction of redundancies**

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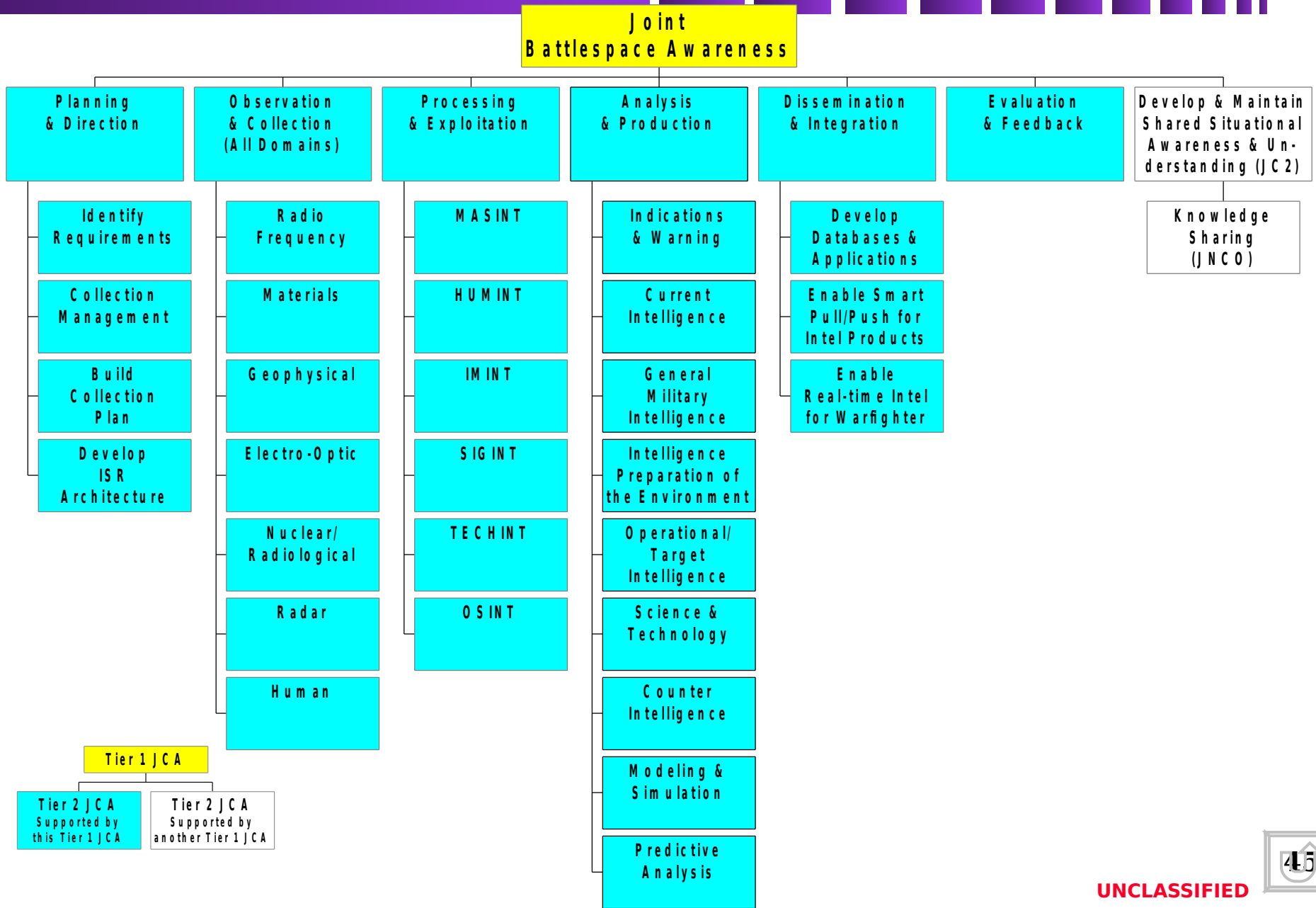

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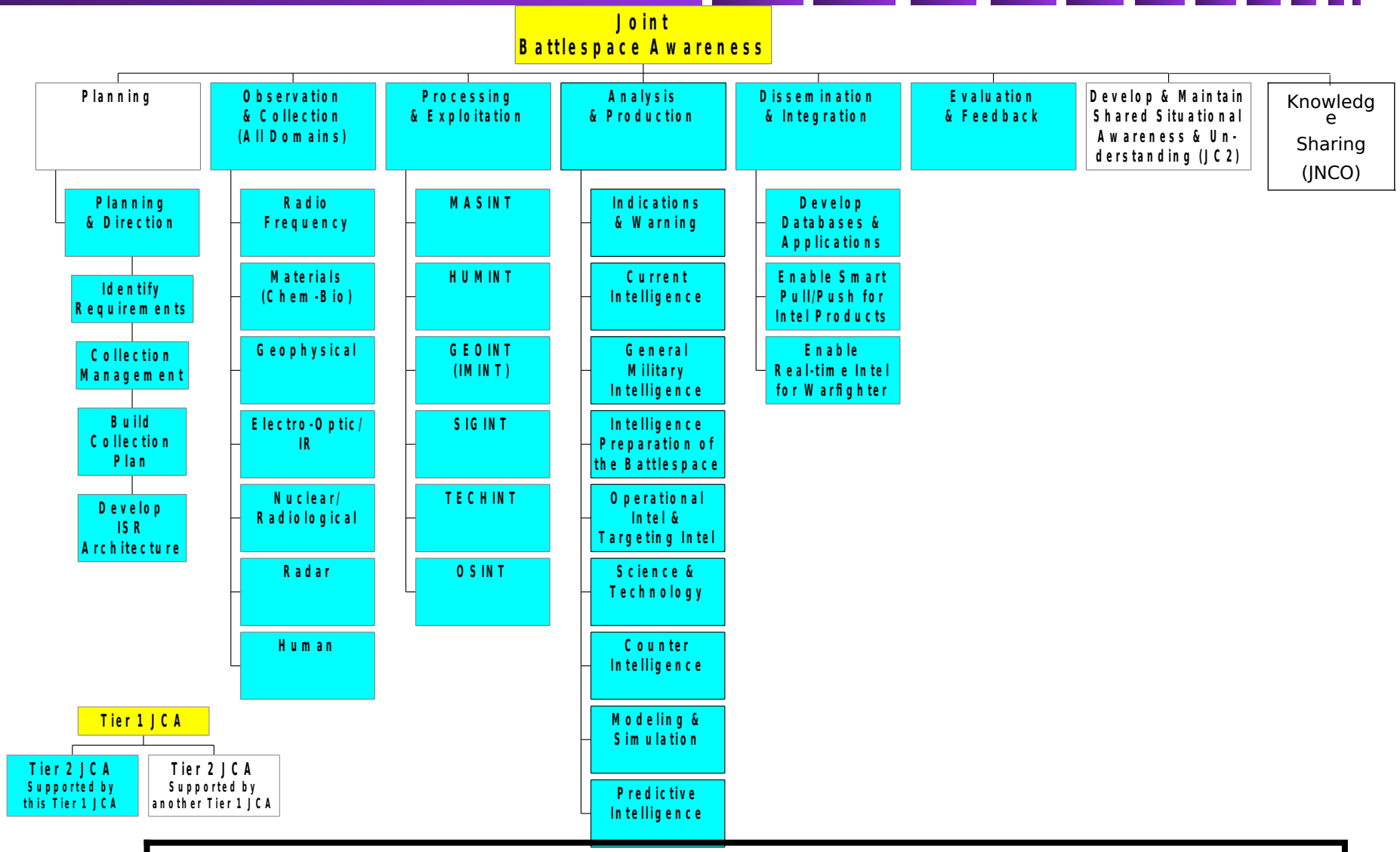
Proposed Planning as of 19 April 2006



Planning and Direction: The ability to develop intelligence requirements, coordinate and position the appropriate collection assets, from the national to the tactical level, to ensure robust situational awareness and knowledge of intended domains is gained. (JCA CRC – 28 Apr 05; modified from JP 2-01)

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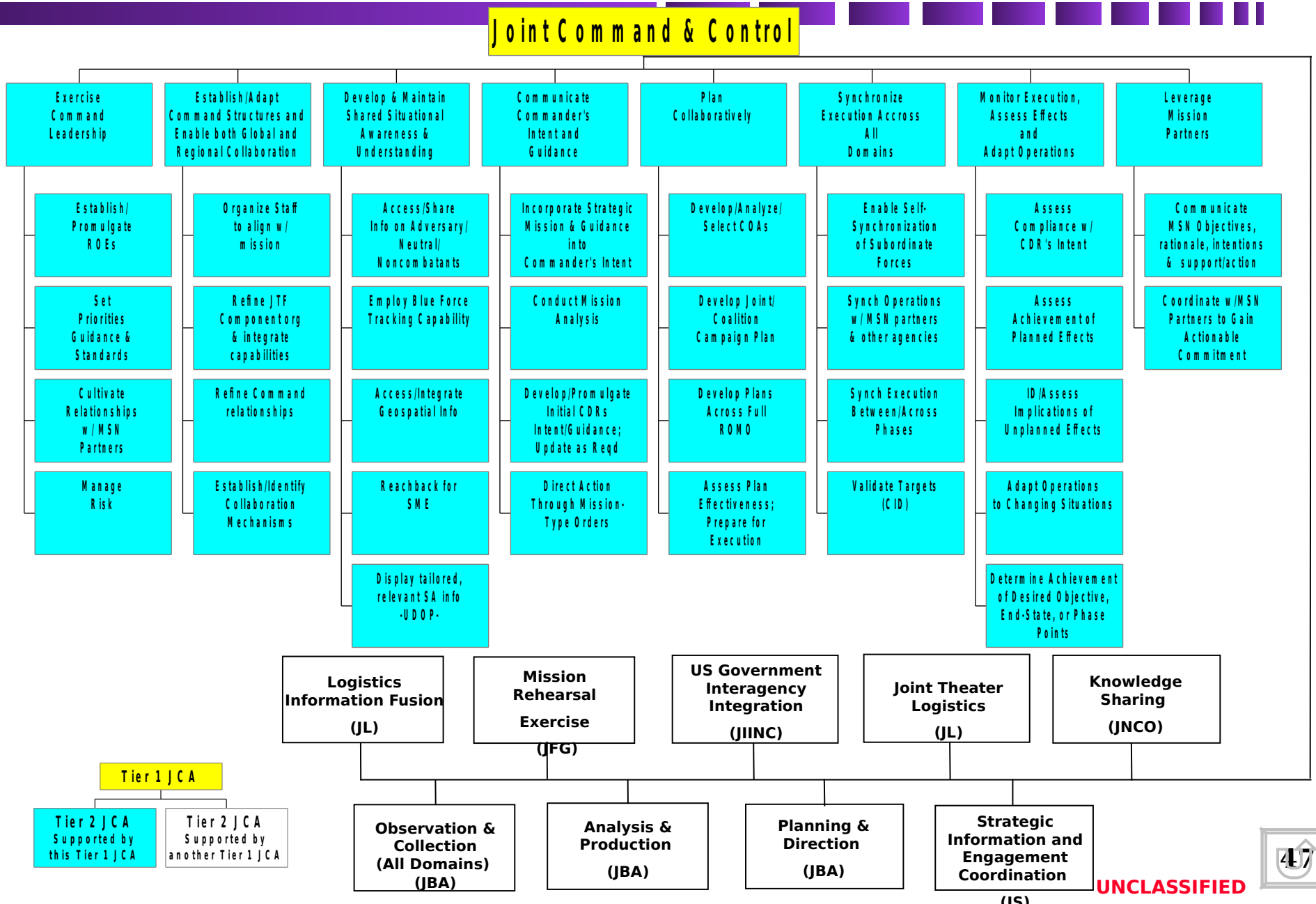
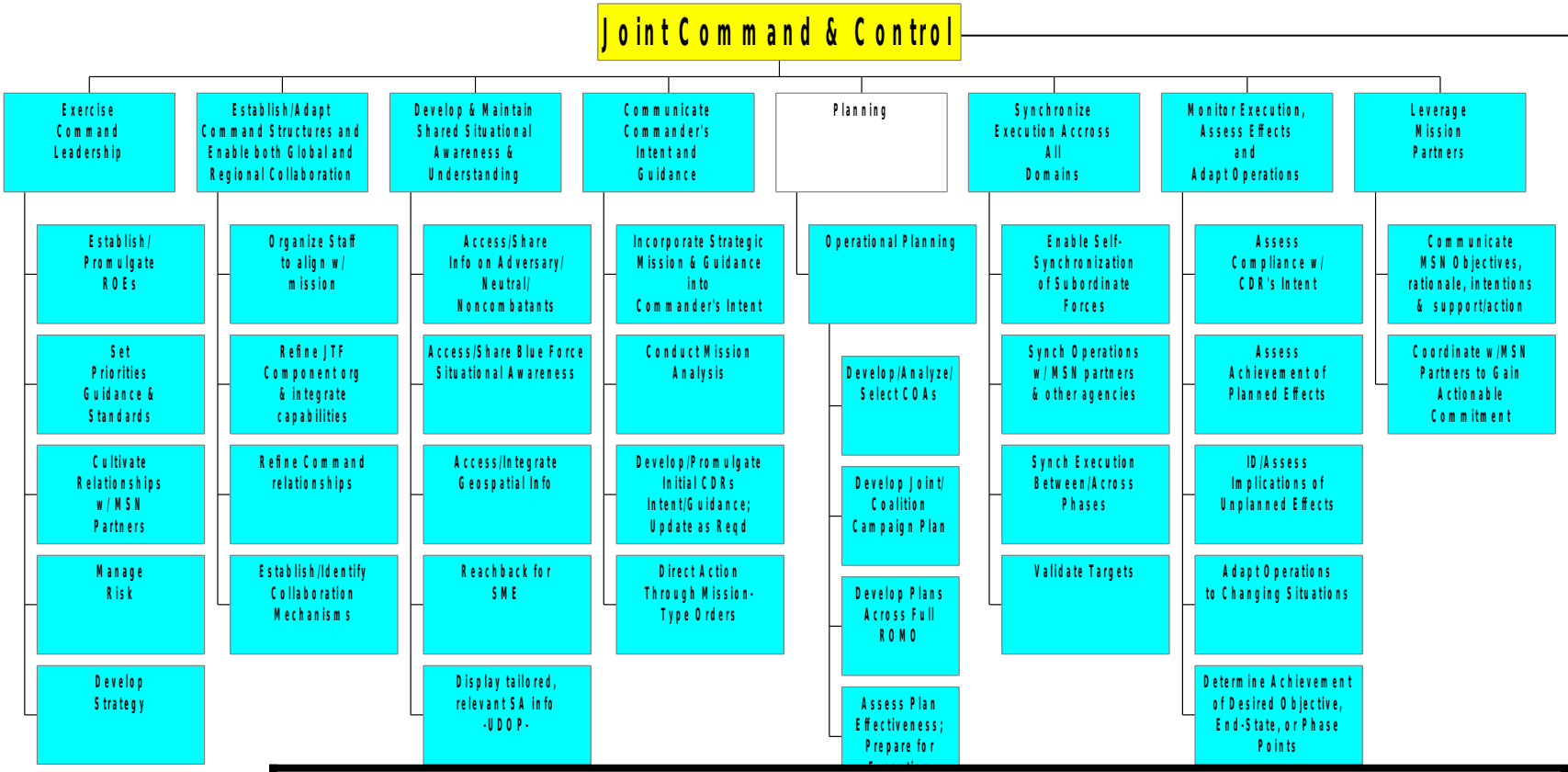

Joint Command & Control
Exercise Command Leadership
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Develop & Maintain Shared Situational Awareness & Understanding
Communicate Commander's Intent and Guidance
Plan Collaboratively
Synchronize Execution Accross All Domains
Monitor Execution, Assess Effects and Adapt Operations
Leverage Mission Partners
Establish/ Promulgate ROEs
Set Priorities Guidance & Standards
Cultivate Relationships w/MSN Partners
Manage Risk
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Access/Share Info on Adversary/ Neutral/ Noncombatants
Employ Blue Force Tracking Capability
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full ROMO
Assess Plan Effectiveness; Prepare for Execution
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets (CID)
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
Determine Achievement of Desired Objective, End-State, or Phase Points
Communicate MSN Objectives, rationale, intentions & support/action
Coordinate w/MSN Partners to Gain Actionable Commitment
Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Sharing (JNCO)
Observation & Collection (All Domains) (JBA)
Analysis & Production (JBA)
Planning & Direction (JBA)
Strategic Information and Engagement Coordination (JS)
Tier 1 JCA
Tier 2 JCA Supported by this Tier 1 JCA
Tier 2 JCA Supported by another Tier 1 JCA

Proposed Planning as of 19 April 200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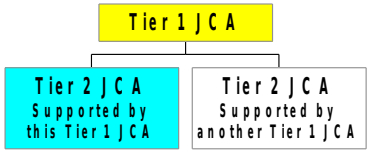
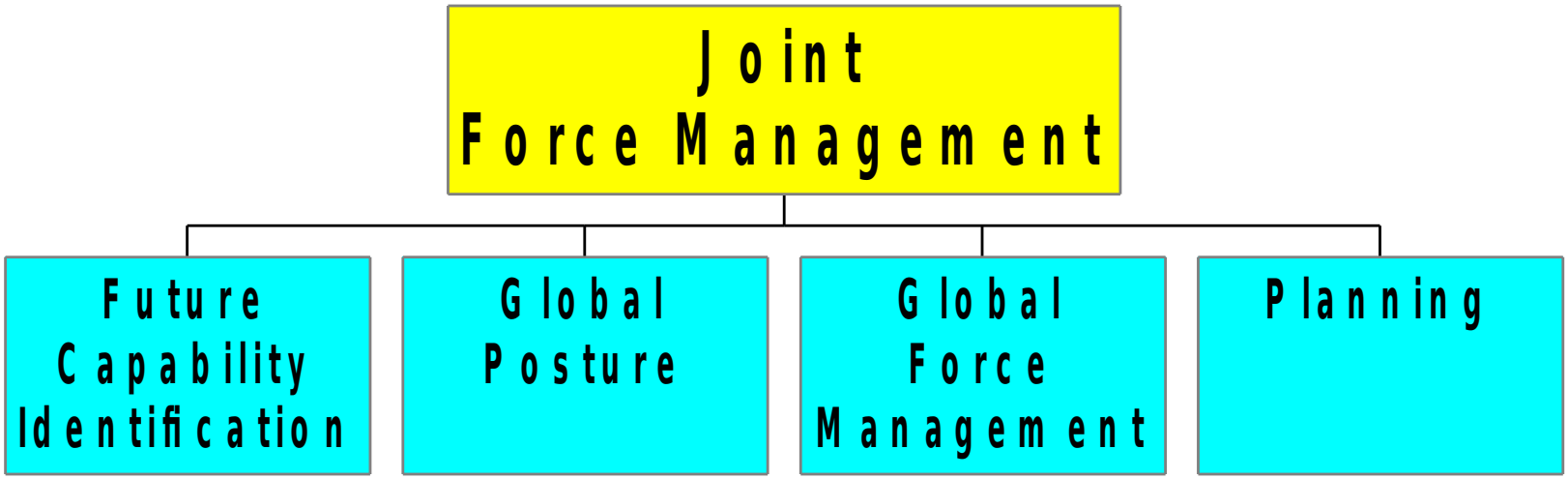
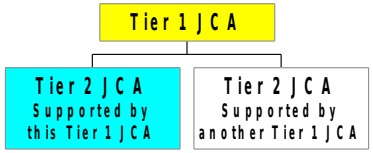
New definition of Operational Planning not available however, old title of box was Plan Collaboratively and it's definition was: The ability to plan utilizing an effects-based approach that directly ties offensive actions to campaign objectives, drawing on global resources and considering global consequences. Planning must be conducted with the collection knowledge of the decisions and plans of others to produce coherent integration. Planners must be able to focus on exploiting critical capabilities and potential collateral damage. Parallel, distributed, collaborative planning capabilities and improved assessment tools are needed to compress process timelines. However, collaboration does not imply decision making by committee or consensus. The ability to assess the suitability of a plan through wargaming and mission rehearsal prior to execution is also needed. (C2 JIC)







Planning: The ability to create and revise plans rapidly and systematically, as circumstances require; occurs in a networked, collaborative environment, requires the regular involvement of senior DoD leaders, and results in plans containing a range of viable options. (Adaptive Planning Roadmap v1.1)

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Original JCA Change Tracking

- Joint Force Generation
- Joint Force Management
- Joint Homeland Defense
- Joint (Strategic) Global Deterrence
- Joint Shaping (& Security Cooperation)
- (Joint) Defense Support of Civil (Support) Authorities
- Joint Stability Operations: Military Support for Stability, Security, Transition, & Reconstruction
- Joint Special Operations & Irregular Warfare (Non-Traditional) Operations
- Joint Access & Access Denial (Operations)
- Joint Land (Control) Operations
- Joint Maritime/Littoral (Control) Operations
- Joint Air (Control) Operations
- Joint Space (Control) Operations
- Joint Battlespace Awareness
- Joint C2
- Joint (Network) Net-Centric Operations
- Joint Interagency / IGO / MN / NGO Coordination
- Joint Public Affairs Operations
- Joint Information Operations
- Joint Protection
- Joint Logistics

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